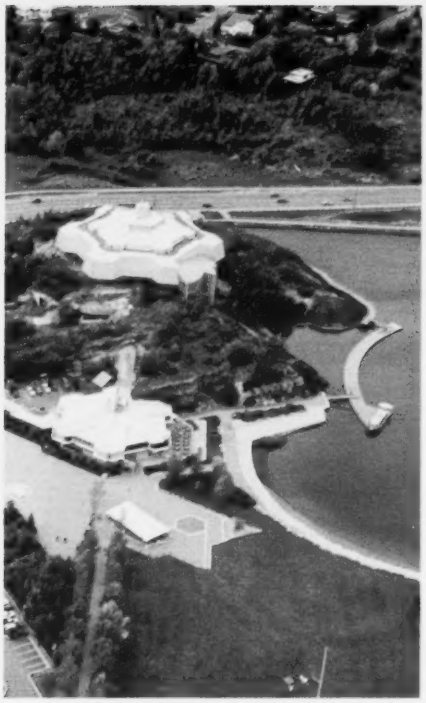
SCIENCE NORTH SCIENCE NORD

ANNUAL REPORT
2010-2011



Mission Statement

Science North creates and markets high quality science education and entertainment experiences in English and French which involve people in the relationship between science and everyday life.

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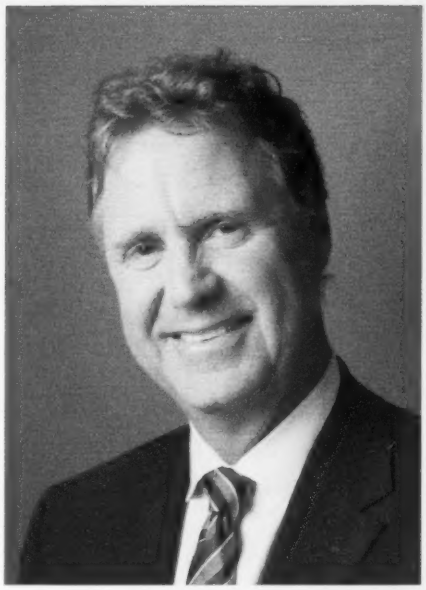
Message from the Chair and Chief Executive Officer



Scott Lund
Chair, Board of Trustees

2010 -2011 proved to be an exciting and memorable year due, in part, to the large-scale renewal of Science North and exhibit development that was made possible through stimulus funding from the governments of Ontario and Canada. This funding fast-tracked the complete transformation of the third floor Northern Ecosystem, the completion of new object theatres on the fourth floor and the development of a new 4D adventure, *Wildfires!*, in the Vale Cavern. The special occasion of the reopening of Science North in March 2011 was marked by a visit by The Honourable David C. Onley, Lieutenant Governor of Ontario, who was on hand to officially open the centre following the most extensive renovations since it opened in 1984. There were many other highlights, including:

- A new, Science North produced exhibition, *Wildlife Rescue*, opened in the Special Exhibits Hall as part of the reopening of the science centre in March. This is Science North's 7th travelling exhibit, and leases have been secured to 2013 with the exhibition touring to Atlanta, Santa Ana, St. Louis and Baltimore.

- *Born to Be Wild 3D* was completed and slated to open in the Science North IMAX® Theatre April 8, 2011 as part of a global Warner Brothers/IMAX release of this inspiring film, which was directed by Science North's large-format film director David Lickley. The stories of the two heroines in this film are also part of the *Wildlife Rescue* exhibit, created by Science North.

- The early opening of Dynamic Earth on January 17 featured a new special exhibition, *Riding with Meteorites*, followed by the installation of a new, permanent exhibit about the Chilean mine rescue and the Northern Ontario connection to that historical event.

- *Between the Stars* (opened July 2010) and *The Changing Climate Show* (opened March 2011) completed the installment of a total of four new object theatres on the fourth floor of the science centre since 2009.

- A total of 37,827 people were reached through school outreach, public outreach, and summer science camps throughout Northeastern and Northwestern Ontario. The opening of a Science North base in Thunder Bay in June 2010 was a significant milestone, and has helped fascilitate a stronger connection to our service to the people of Northwestern Ontario.

- A strategic, people-focused approach was taken with the formation of the new Organizational Development unit within Science North.

Guy Labine
Chief Executive Officer

- "Cool Science", a new, high quality, interactive component to our website, provided visitors with videos and blogs produced by Science North staff and scientists that enhance the online and in-person experiences of visitors.

These accomplishments were achieved with outgoing CEO Jim Marchbank at the helm. His leadership over nearly three decades steered Science North consistently towards the future with Science North's mission as his guide, and we are truly thankful for the legacy he has left us. Read more about Jim and his history with Science North on the following page.

The accomplishments noted in this report couldn't have been possible without the dedication, focus and hard work of Science North staff and volunteers and the Centre's Board of Trustees. We also would like to acknowledge our donors, funders and partners for helping us to realize our goals.

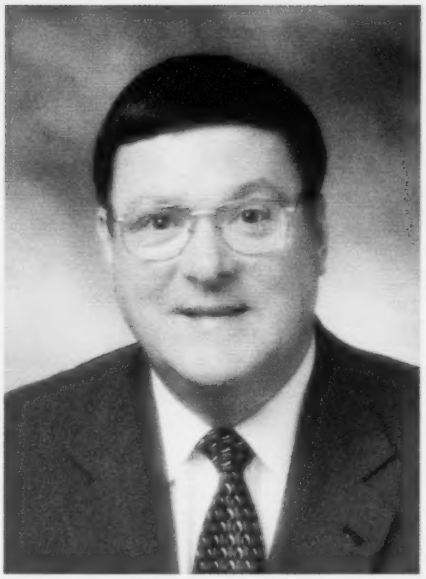
We offer our sincere gratitude to the Ministry of Tourism and Culture and Minister Michael Chan for your ongoing support. We value the work you do in partnership with us to achieve our goals and we look forward to many shared successes in the future.

Scott Lund
Chair, Board of Trustees

Guy Labine
Chief Executive Officer

Recognizing Jim Marchbank Science North CEO – 1987-2011

In May 2011, Jim Marchbank stepped down as CEO of Science North after 29 years of service. Jim Marchbank joined Science North in 1982, two years before the centre officially opened to the public. Originally joining the organization as Director of Development, he played a key role in the development of Science North, then referred to as the Sudbury Science Centre. He became Director of Administration and Development in 1984, the year Science North officially opened, and in 1987 was appointed Chief Executive Officer, a position he held until stepping down 24 years later.



Jim Marchbank

Under Jim Marchbank's direction Science North grew to become the largest tourist attraction in Northern Ontario and the 2nd largest science centre in Canada, encompassing a world-renowned science centre, a Special Exhibits Hall, the F. Jean MacLeod Butterfly Gallery, a 2D/3D IMAX Theatre, a digital dome Planetarium and Dynamic Earth, an earth sciences centre which is now the 8th largest science centre in Canada. He also spearheaded the centre's outreach initiatives to serve the people of Northern Ontario, including the 2010 opening of a Science North base in Thunder Bay. Under his leadership, Science North created and grew an external sales business including Science North travelling exhibits and consulting services for clients in North America and beyond. Science North also entered the large format film business, creating five IMAX® films including the successful *Jane Goodall's Wild Chimpanzees*. During Jim Marchbank's time as CEO, Science North grew to become a science centre highly respected on an international scale for its unique approach to science education.

Understanding the importance of contributing on a larger scale, Jim Marchbank also served as President of the Giant Screen Theater Association (GSTA), as Board member of the Association of Science and Technology Centres (ASTC) and the Ontario Tourism Marketing Partnership Corporation (OTMP), and as President of the Canadian Association of Science Centres (CASC). He also served on local boards including the Sudbury Public Library, Sudbury Algoma Hospital, Sudbury Theatre Centre, Sudbury Food Bank, Sudbury and District Chamber of Commerce, Music and Film in Motion and the Sudbury Airport Community Development Corporation.

Thanks to Jim Marchbank's vision and leadership Science North is well positioned for its second quarter century and serving future generations.

Fast Facts (April 1, 2010 - March 31, 2011)

Memberships		
Family/Individual Memberships	2,406	
Corporate Memberships	27	
Admissions		
Science North Science Centre	125,975	
IMAX® Theatre	72,865	
Planetarium	20,315	
Dynamic Earth	42,898	
Total	262,053	
Education Programs - School Groups		
Science North Science Centre	18,741	students
IMAX® Theatre	10,496	students
Planetarium	2,601	students
Dynamic Earth	5,640	students
Path of Discovery	326	students
Special Science North Program		
-Overnight camp-ins	1,434	students
Total	39,238	students
Science Programs & Workshops		
Science Camps	1,871	participants (21 communities)
Specialty Programs	1,034	participants
New Year's Eve Event	1,063	participants
Halloween Event	1,863	participants
After School Program	42	participants
Public Outreach		
- Northeast	14,000	participants (29 communities)
- Northwest	6,300	participants (3 communities – 11 days)
School Outreach		
- Northeastern Ontario	9,314	participants (19 communities)
- Northwestern Ontario	6,342	participants (13 communities)
Teacher workshops	172	teachers
Total	42,001	
Workforce		
Employees	90	full time salaried
	142	casual, contract and hourly
Total	232	employees
Volunteers	179	
	12,739	hours

IMAX® is a registered trademark of IMAX Corporation.

Strategic Objective #1

Achieve our mission by fulfilling our full potential to offer great science experiences to all of Northern Ontario.

Goal 1

Develop and deliver a comprehensive program of science learning to schools, groups and individuals across Northern Ontario.

Outreach Programs

- As an expansion of services to Northern Ontario, Science North opened a satellite office in Thunder Bay on June 29. The Honourable Michael Gravelle, Minister of Northern Development, Mines and Forestry and Chair of the Northern Ontario Heritage Fund Corporation (NOHFC) Board along with representatives from municipal and provincial governments across Northwestern Ontario were present at the opening ceremonies. This satellite office and the programs it offers throughout Northwestern Ontario are a direct result of increased funding to the science centre's annual provincial operating grant, announced in April 2009. The Boys and Girls Club of Thunder Bay building houses the new base and provides staff with offices, storage space and rooms for program delivery.

- The Science North cool science caravans travelled to 32 communities across Northern Ontario to deliver school outreach science programs. Through one-hour curriculum-linked school programs and/or live hands-on science shows, Science North staff reached 9,314 elementary students in 19 Northeastern Ontario communities and 6,342 elementary students in 13 Northwestern Ontario communities for a total of 15,656 students.

- Science North staff offered special science experiences to the general public at festivals and fairs, libraries and provincial parks in 32 Northern Ontario communities to over 20,300 people: 14,000 in the Northeast in 29 communities and 6,300 in the Northwest in 3 communities.

- Thirteen different themed week-long summer science camps were delivered in 21 communities; 13 communities in Northeastern Ontario and 8 in Northwestern Ontario to a total of 1,871 children between the ages of 4 to 14.

- Science North continues to explore ways of reaching more people in Northern communities. Meetings were held with Contact North as well as with other large companies who have expertise in delivering programs through video or web conferencing. Good progress is being made to get the program in place by April 2012.

Education Programs

- A total of 39,238 school experiences were delivered this past fiscal year. This included students visiting Science North attractions, including the science centre, Dynamic Earth, the IMAX Theatre and the Planetarium. The total also includes students taking the Path of Discovery geology bus tour and those participating in the overnight camp-in programs.

- Despite the science centre closure in January and February to complete capital renewal, school programs and science experiences were delivered to 24,381 students who visited Science North and Dynamic Earth. 326 students, more than double the number from last year, took part in the Path of Discovery bus tour about the history of Sudbury mining and culture. 10,496 students experienced Science North IMAX theatre films.

- Schools and school boards purchased school memberships for 10,862 students in the City of Greater Sudbury. Schools with such a membership can visit both science centres at no charge from September through to May.

- Curriculum-based science teacher workshops were delivered to 172 educators both in Sudbury and from Northern Ontario communities. Science North also delivered teacher workshops at the Science Teacher Association of Ontario conference in Toronto in the fall and at the Summer Institutes at The Briars Conference Centre, Jackson's Point on Lake Simcoe, and at the Ecolinks in April 2010 through a teacher conference hosted by the Ontario Society for Environmental Education (OSEE).

- Throughout the year, Science North offers special programs on a time-limited basis generally revolving around a specific science and technology theme. A total of 2,548 students participated in these special programs. In January and February, a total of 409 students participated in a special all-day event that included a hands-on space workshop, IMAX and Planetarium shows. During the same period, 605 students participated in a special all-day event at Dynamic Earth that included a live science show, modified underground tour and a hands-on workshop. Free classroom toolkits were given to schools that participated in these Dynamic Earth workshops.

First Nations

- Science North outreach staff continued to work towards the initiative of reaching more aboriginal communities. In March, an outreach staff member attended a week-long workshop on Establishing Aboriginal Relationships. The information gained will serve as a base for preliminary meetings with elders in Northern communities.

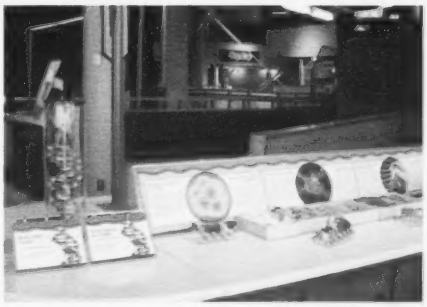
Programs were delivered in 3 different First Nations communities:

- 2 days of customized outreach programs at the Wahnapitae First Nation reserve as part of their summer program
- 3 days of customized programming at the Magnetawan First Nation located near Britt
- 1 day of Special Science Olympics programs at Sioux Lookout Secondary School

Goal 2

Fund, develop and renew science experiences, exhibits, theatres, and programs in both our science centres with a focus on today's science and attracting new and growing audiences.

- A new and expanded Lapidary Lab was added to the Nature Exchange gallery. This new lab includes 14 full rock grinding and polishing stations allowing more visitors to participate in lapidary workshops. The lab also features increased capacity for school programs.
- "Are You Your DNA?" exhibits were completed in the BodyZone exhibit area. This set of countertop exhibits complements the Club Genome object theatre and involves visitors with investigations about human genetics.
- New countertop exhibits were added in the Space Place exhibit area to complement the new object theatre, *Between the Stars*. These exhibits help to interpret the relationship between gravity and dark matter and include a popular 'gravity well' activity. Other new experiences feature new information about SNOLAB, the deep underground laboratory researching dark matter.
- The Northern Ecosystem exhibit area on Level 3 of the science centre was completely refurbished and reopened to the public in March 2011. The renewal encompassed all new animal habitats, new science labs and countertop exhibits, new exhibit furnishings and exhibit graphics.
- Two new object theatres were developed, produced and opened. *Between the Stars* is a theatre on the search for dark matter in our universe and features the current research work of SNOLAB project in Sudbury. *The Changing Climate Show* is a brand new theatre that builds on the huge success of Science North's first climate show and features the most current scientific topics in global climate change.
- In the Vale Cavern, an HD digital projection system and new lighting and special effects were installed in preparation for next year's opening of a new 4D show, *Wildfires!*.

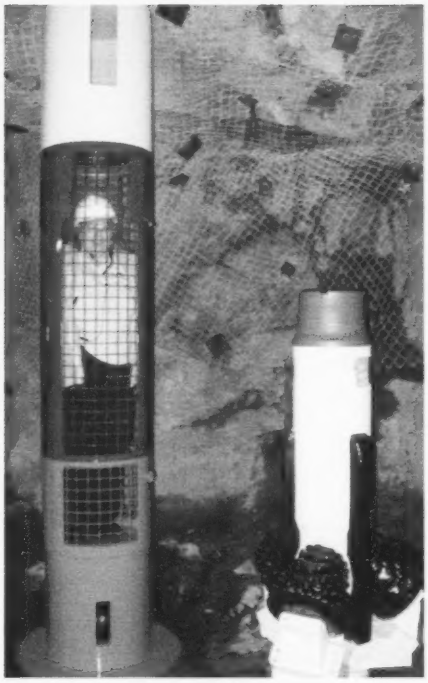


- A "Strange Matter" Cart Show was developed and delivered to accompany the *Strange Matter* special exhibit in the MacLean Engineering Gallery at Dynamic Earth in the summer of 2010. The show provided a hands-on complement to the exhibit that focused on materials science.

- Four new school programs were created and delivered for the 2010-11 school year. The programs, aimed at primary, junior and intermediate levels, helped diversify the type of program offerings at Dynamic Earth.

- Dynamic Earth reopened to the public in January this year, rather than March, and offered some specialty program packages for schools in January and February that attracted more than 600 students.

- The special exhibition *Riding with Meteorites* opened in the MacLean Engineering Gallery in January. Visitors went on a quest to discover celestial bodies on a potential collision course with Earth, along with astronaut Téo and his dog Laïka. Through interpretive panels, samples, interactive games, and video clips, visitors were able to discover the fascinating world of meteorites.



- In time for March Break, a new exhibit that features a replica of the *Fénix* Chilean rescue capsule as well as some of the equipment fabricated in Northern Ontario to rescue the 33 trapped miners was installed underground and incorporated into the underground tour.

Goal 3

Develop a website which offers high quality science experiences and drives attendance and sales.

- A new, "Cool Science" section of the website was launched that includes photos, videos and blog postings by Science North Bluecoats.

- Topics ranged from space exploration, mosquitoes and microbes to a healthy shoreline.

- A total of 21 blogs were posted from September to March, achieving a satisfaction rating of 89.4%.

Strategic Objective #2

Strong Foundation — ***Invest in our people, technology and infrastructure to enable growth and to achieve our mission.***

Goal 1

Develop, retain, attract and select skilled, knowledgeable staff and volunteers.

- The transformation of the Human Resources unit to the Organizational Development unit was implemented. This began the shift from a transactional-based unit to one that is strategically people-focused.
- New performance measures and tools were introduced to ensure alignment with business goals and performance-based coaching concepts were also introduced.
- A 60% increase in the professional development financial commitment was introduced to support achievement of organizational goals and investments in talent were focused to ensure we are positioned for growth.
- The implementation of a five-year people strategy based on employee feedback and organizational development best practices was started.
- New initiatives, such as scholarships targeting the hourly paid workforce, were piloted and changes to existing programs, such as vacation as it is earned, were introduced. Informal workforce-wide programs to focus on increased engagement, retention, recognition and work-life balance were implemented.
- Integrated health and fitness programs were enhanced with an expanded on-site fitness area and on-site health and wellness presentations.

Goal 2

Select and utilize appropriate technology, systems and skills to achieve operational and service excellence and efficiency.

- A content management system was installed to increase efficiency in keeping web content current and fresh.

- A web content team with representatives from across the organization was implemented to plan appropriate content for the website.

- Six-month content plans were developed to ensure appropriate science and marketing content is available on the website at the right time to achieve attendance and revenue targets.

- Improvements were made to the on line booking process by involving teachers in focus groups and testing. This resulted in increased usage of the on line booking process by teachers, with an overall user satisfaction of 81%. Consultations will continue with teachers to improve the process, as well as the technology, to increase the satisfaction and user rate.

- During the year, planning processes were strengthened to support the development of long term financial plans. Extensive consultation with staff resulted in the quantification of expected costs and revenues for planned programs and activities for the coming year and extending through a five-year horizon. Annually, rolling financial plans will be updated and adjusted to reflect new information. Enhancements to internal processes to project in-year results provided more focus on financial accountability and resulted in a year-end surplus.

- The terms of reference of the reserves and restricted funds held by the Centre were reviewed and updated, and accountability clarified. The adequacy of reserves to fund the established purposes and to provide stability and minimize risk exposure was confirmed.

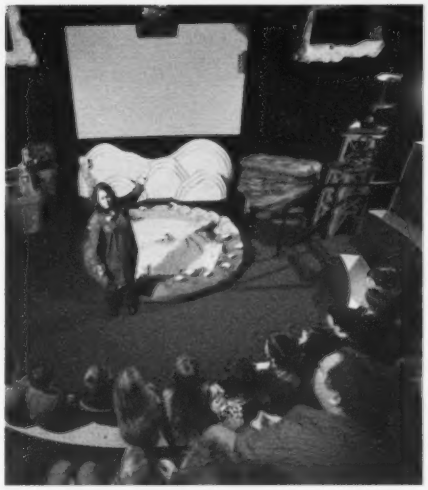
- The investment policy was reviewed and updated to reflect changes in market conditions and the Centre's needs, providing increased tools to manage investment risk.

- The learning impact of the new *Between the Stars* object theatre was evaluated using an interview method known as Personal Meaning Mapping. The research showed that visitors are grasping at least three of the five concepts we identified as learning goals for the theatre experience.

- Science North conducted research to better understand visitors' prior knowledge and understanding of climate change and climate change adaptation. The results of this research helped Science North develop the script for *The Changing Climate Show* object theatre by reflecting the science concept that visitors identified as new learning opportunities.

- The animal habitat exhibits were evaluated before and after the renewal of Northern Ecosystems. The new animal habitats garnered an increase in time spent at the exhibits, visitor to visitor dialogue, and investigative behaviours, meeting the goals of increased engagement set for these new exhibit experiences.

- An organizational scorecard was developed and released for the first quarter of fiscal 2010-11. Key performance measures reported on the Balanced Scorecard are, and continue to be, reported to all staff members on a quarterly basis, providing the necessary tools to improve unit performance and achieve strategic objectives.



Goal 3

Identify long term infrastructure renewal needs and work with the Ministry of Tourism and Culture to secure multi-year capital funding to meet renewal needs and make 'green' investments.

- $1,230,000 in funding was received from the Ministry of Tourism and Culture for repair and rehabilitation projects in 2010-2011.

- With the assistance of the Ministry of Tourism and Culture, Science North obtained $7.3 million in stimulus funding from the governments of Ontario and Canada for the renewal of the science centre and its infrastructure.

Strategic Objective #3

Fiscal Strength — *Increase self-generated revenue to achieve our mission.*

Goal 1

Increase attendance and revenue at all Science North attractions and increase profit from related businesses.

- Online marketing content was rewritten to optimize search results.
- Online performance measurement tools were updated to better track results.
- Science North and Dynamic Earth websites were redesigned to make the online experience more visually pleasing and informative, and to improve navigation.
- The new website achieved 82% user satisfaction within the first month.
- An organization-wide brand standard was implemented.
- Local awareness of Dynamic Earth was increased year over year.
- Awareness of Science North renewal projects was achieved with a strong communications plan.
- Attendance goals at March Break were exceeded.
- Faster processing time and operational efficiency were achieved through upgraded hardware to all point of sale stations and relocated ticket printers.
- Plasma screens and computer technology for pricing boards and on site marketing were implemented to achieve more timely updates and improved communication to visitors.

Goal 2

Increase revenue, margins and profit from all Science North external sales with a focus on full development of our travelling exhibit business.

- Science North's 7th travelling exhibit, *Wildlife Rescue*, opened in the Special Exhibits Hall at Science North on March 3, 2011. Leases have been secured to 2013 with the exhibition touring to Atlanta, Santa Ana, St. Louis and Baltimore.

- A significant decrease in install and takedown costs was achieved for exhibits in full touring mode, specifically for *Ends of the Earth*, *WaterWorks* and *Diamonds*.

- *Discovering Chimpanzees: The Remarkable World of Jane Goodall* and *Climate Change Show* travelling exhibits were decommissioned after successful seven-year tours.

Goal 3

Launch a Development Unit to raise funds for exhibit and program development and operations.

- A new database was implemented to ensure accurate records of all sponsors, donors, partners and corporate members, as well as their contributions.

- An internal S.O.S. (Support Our Successes) campaign was launched and achieved a 100% and 84% participation rate from Board members and staff, respectively.

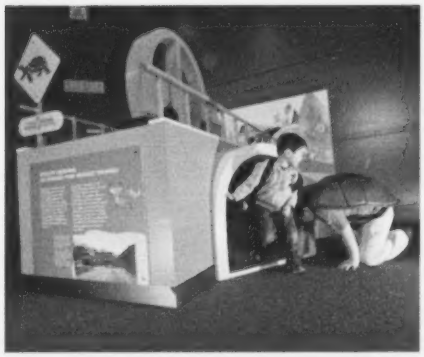
- The corporate membership program was revamped and launched, resulting in an increase in corporate memberships.

- Sponsors for *Dinosaurs Unearthed* in the Special Exhibits Hall were secured.

- A focus on donations was established and donations were received to enhance the Risto Laamanen Fund, the Endowment Fund, and other restricted and unrestricted funds.

- "Snowflakes for Kids", the first membership solicitation, was launched.

- Planning of the inaugural gala was completed, and 100% of tickets were sold by March 31st, for the April event.



The support of all levels of Government was secured through a variety of programs to fund new science experiences and to support the Centre's infrastucture:

- The Government of Canada and the Province of Ontario, through their Infrastructure Stimulus Funding programs collectively contributed $7.3 million to the largest renewal initiative ever undertaken by Science North. Level 3 of the science centre realized a complete transformation, providing a plethora of new visitor experiences, and the additional support of a new show for the Vale Cavern – *Wildfires!* – will be realized in the fall of 2011.

- Northern Ontario Heritage Fund Corporation made investments in Science North through various initiatives, including *Wildfires!*, internship and employment grants, and the implementation of two new theatres – *Between the Stars* and *The Changing Climate* object theatres.

- FedNor provided support for the Media Lab and FedNor Cyberzone, technology for camps across Northern Ontario, and outreach for Francophone initiatives through the Economic Development Initiative.

- A successful Species at Risk program was developed and delivered with financial support from the Ministry of Natural Resources.

- The Ministry of Tourism and Culture supported Science North through the annual base operating grant, as well as capital funding, the summer experience program, and the CAN-ON initiative.

- The Ontario Cultural Attractions Fund provided financial support for marketing of the 2010 featured attraction, *Dinosaurs Unearthed*.

- Canada Day received Federal Government support through Heritage Canada and Municipal Government support from the City of Greater Sudbury.

- The Natural Sciences and Engineering Research Council of Canada contributed to successful camp programs with a contribution through their PromoScience program.

Science North Funders, Donors and Sponsors*

Science North's successes would not have been possible without the generous support of funders, donors and sponsors. Sincere thanks are extended to each and every one of them.

GOVERNMENT SUPPORTERS

City of Greater Sudbury
FedNor
Greater Sudbury Police Services
Government of Canada
Heritage Canada
Indian and Northern Affairs Canada
Ministry of Infrastructure
Ministry of Tourism and Culture
Ministry of Natural Resources
Natural Resources Canada
Northern Ontario Heritage Fund Corporation
Natural Sciences and Engineering Research Council of Canada
Ontario Cultural Attractions Fund

MEDIA SUPPORTERS

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Northern Life
Rogers
The Sudbury Star

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Dr. Chris Nash & Dr. Roger Nash
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Ontario Power Generation
Janine Pigozzo
Ron Pinard
Jennifer Pink
Pizza Pizza Ltd.
Rachel Prudhomme
Diane Salo
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Tim Hortons Donuts
Travelway Inn
Brenda Tremblay & Glenn Graham
Union Gas
Mary Anne Unwin
Vale
Wallbridge Mining Company Limited
Danielle Waltenbury
Xstrata Nickel

* cash donations of $250 and greater; in-kind contributions of $500 and greater

Science North Board of Trustees (as of March 31, 2011)

Name	Date Appointed	Term Expiry Date
Scott Lund – Chair	June 29, 1998	June 27, 2013
Jordi Cisa	March 24, 2004	June 2, 2013
Elyse Clements	June 29, 1998	August 25, 2013
Doug Craig	July 4, 2001	August 25, 2013
Lorraine Dupuis	March 24, 2004	June 2, 2013
Richard Dupuis	February 11, 2009	February 11, 2012
Manfred Herold	May 25, 2004	June 2, 2013
Stephen Kosar	January 27, 2010	January 27, 2013
Jeffrey Laberge	February 11, 2009	February 11, 2012
Claude Lacroix	July 15, 2009	July 15, 2012
John Macdonald	June 11, 2008	June 11, 2011
Gordon Marrs	June 22, 2005	December 3, 2011
Helen Mulc	July 4, 2001	August 25, 2013
Rachel Prudhomme	May 15, 1992	August 25, 2013
Diane Salo	February 11, 2009	February 11, 2012

Science North Committee Members (as of March 31, 2011)

Audit Committee
Rachel Prudhomme – Chair
Richard Dupuis
Diane Salo

Business Affairs Committee
Helen Mulc – Chair
Doug Craig
Richard Dupuis
Manfred Herold
Jeffrey Laberge
Diane Salo
Cathy Bailey
David Langlois

Executive Committee
Scott Lund – Chair
Elyse Clements
Claude Lacroix (member at large)
Gordon Marrs
Helen Mulc

Science Program Committee
Gordon Marrs – Chair
Jordi Cisa
Lorraine Dupuis
John Macdonald
Rachel Prudhomme
Diane Abols
Nels Conroy
David Wood

Fundraising Committee
Elyse Clements – Chair
Stephen Kosar
Claude Lacroix
Frank Catalano
Mike Franklyn

Names in italics represent non-trustee members

Science North Staff (as of March 31, 2011)

James Marchbank
Chief Executive Officer

Chloe Gordon
Executive Manager, CEO's Office
Eileen Kotila
Administrative Assistant

Jennifer Pink
Director, Science Programs

Chantal Barriault
Senior Scientist Research and Evaluation & Co-Director, Science Communication Program

Mia Boiridy
Director, Dynamic Earth
Tobias Roth
Staff Scientist

Robert Gagne
Senior Producer
John Milne
Associate Producer
Richard Wildeman
Animator
Amy Wilson
Contract Editor

Brenda Koziol
Senior Scientist, Travelling Exhibits
Kirsti Kivinen-Newman
Franco Mariotti
Staff Scientists

Nancy Somers
Senior Scientist, Science Operations
Roger Brouillette
Daniel Chaput
Sarah Chisnell
Bruce Doran
Jenny Fortier
Amy Henson
Dana Murchison
Stephen Smith
Simon Strasser
Staff Scientists
Alain De Chevigny
Jean-Marc Lalonde
Science Communicators

Jacqueline Bertrand
Dale Myslik
Science Technicians
Gilles Caron
Technical Specialist

Carey Roy
Assistant to the Directors, Science and Education Initiatives

Nicole Chiasson
Director, Education and Northern Programs

Cathy Stadder Wise
Senior Scientist, Education Programs
Danielle Waltenbury
Senior Scientist, Education
Melanie Aubin
Natalie Crinklaw
Tina Hache-Roy
Emily Kerton
Ashley Larose (on leave)
Bryen McGuire
Staff Scientists
Angele Liefso
Science Communicator
James Baxter-Gilbert
Contract Staff Scientist

Guy Labine
Chief Operating Officer

Carolyn Thain
Director of Business Services
Jennifer Booth
Accounting Services Manager
Angela McCandless
Valerie Pratt
Accountants
Diane Rossi
Pay & Benefits Officer
Janine Pigozzo
Michelle Ciulini
Procurement and Contracts Officers
Dale Bursey
Mark Gibson
Technical Managers

Paul Loiselle
Kevin McArthur
Mathew Wickman
Shawn McNamara
Technical Specialists
Renaud Marquis
Technician

Brenda Tremblay
Director of Customer Relations and Business Enterprises
Stephanie Deschenes
Marketing Manager
Christine Catt (on leave)
Crystal Craig
Lisa Koski
Marketing Specialists
Marianne Zadra
Contract Marketing Specialist
Kim Lavigne
Mireille Wright
Graphic Designers
Reem Fattouh
Web Editor
Joel Ayotte
Web Developer
Julie Moskalyk
International Sales Manager
Courtney Gilbert
Client Services Assistant
Don Greco
Michel Tremblay
Technical Specialists
Norma Henry
Manager, Travelling Exhibits Touring Operations
Renee LePera
Sales & Visitor Services Manager
Michelle Lalonde
Kimberly Parkhill
Sales Leaders
Ron Pinard
Technical Specialist
Guy Chauvin
Food Court Leader

Nicole Vezina
Director, Project Management Office
Vern Gran
Project Manager
Tasio Gregorini
Senior Project Technologist

Vince Murphy
Technical Specialist
Ronald Bradley
Technician
Russell Jensen
Contract Carpenter
Dave Kelly
IT Services Manager
Brian Wright
IT Services Technician
Andrea Martin
Project Manager

Jacqueline Savoie
Director of Development

Audrey Dugas
Fundraising & Corporate Relations Manager
Kristal Lafantaisie
Development Assistant

Nadim Kara
Director, Organizational Development

Denise Fera
Manager, Organizational Development
Rebecca Wilson
Organizational Development Specialist
Tasha Denis
Organizational Development Coordinator

David Lickley
Large Format Films Director
Beverly Pugliese
Production Coordinator

Science North is committed to providing a fair, reasonable, and defensible compensation plan for its workforce. This plan rewards people for their contributions, reflects internal equity, and market considerations, providing value for money, accountability, appropriate disclosure, and propriety in the allocation of public funds.

Financial Statements of

SCIENCE NORTH

Year ended March 31, 2011

KPMG LLP
Chartered Accountants
Claridge Executive Centre
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Sudbury ON P3E 4R6

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INDEPENDENT AUDITORS' REPORT

To the Honourable Minister of Tourism and Culture of the Province of Ontario and the Board of Trustees of Science North

We have audited the accompanying financial statements of **Science North** which comprise the statement of financial position as at March 31, 2011, the statements of operations and changes in fund balances and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of Science North as at March 31, 2011 and its results of operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles

KPMG LLP

Chartered Accountants, Licensed Public Accountants

June 14, 2011
Sudbury, Canada

SCIENCE NORTH

Statement of Financial Position

March 31, 2011, with comparative figures for 2010

	2011	2010
Assets		
Current assets:		
Cash and short-term investments	$ 4,956,130	6,525,311
Accounts receivable	4,647,687	1,457,689
Prepayments and inventory	535,045	675,475
	10,138,862	8,658,475
Restricted investments, at cost	5,302,913	4,542,238
Capital assets (note 2)	43,476,465	39,176,282
	$ 58,918,240	52,376,995
Liabilities and Fund Balances		
Current liabilities:		
Accounts payable and accrued liabilities	$ 4,549,808	2,535,948
Deferred revenue	1,158,971	1,155,429
Current portion of loans payable (note 3)	375,390	273,324
	6,084,169	3,964,701
Loans payable (note 3)	2,587,448	2,944,165
Fund balances:		
General	1,582,064	856,345
Capital asset	42,073,498	37,773,315
Restricted and endowment (note 4)	6,591,061	6,838,469
	50,246,623	45,468,129
	$ 58,918,240	52,376,995

See accompanying notes to financial statements.

SCIENCE NORTH

Statement of Operations and Changes in Fund Balances

Year ended March 31, 2011, with comparative figures for 2010

	General		Capital Asset		Restricted and Endowment		Total	Total
	2011	2010	2011	2010	2011	2010	2011	2010
Revenue:								
Province of Ontario grants:								
Operating	$ 6,964,400	6,964,400	-	-	-	-	6,964,400	6,964,400
Specific	259,790	201,783	4,694,679	2,054,030	-	-	4,954,469	2,255,813
Government of Canada grants	86,615	32,269	3,055,034	570,417	-	-	3,141,649	602,686
Admissions:								
Science Centre	940,116	996,758	-	-	-	-	940,116	996,758
Dynamic Earth	431,372	429,344	-	-	-	-	431,372	429,344
IMAX Theatre	705,779	645,725	-	-	-	-	705,779	645,725
Planetarium	122,505	109,451	-	-	-	-	122,505	109,451
Workshops and events	777,701	692,733	-	-	-	-	777,701	692,733
Memberships	361,347	441,181	-	-	-	-	361,347	441,181
Business operations:								
Food services	490,893	572,864	-	-	-	-	490,893	572,864
Exhibit and theatre production sales	2,287,127	1,373,829	-	-	-	-	2,287,127	1,373,829
Film production services	473,012	596,953	-	-	-	-	473,012	596,953
Retail	858,259	825,386	-	-	-	-	858,259	825,386
Parking	94,332	83,668	-	-	-	-	94,332	83,668
Fundraising and donations	274,721	289,185	429,425	560,325	85,857	21,645	790,003	871,155
Interest earned	147,937	79,266	-	-	213,010	192,131	360,947	271,397
Other	26,552	53,360	-	-	-	-	26,552	53,360
	15,302,458	14,388,155	8,179,138	3,184,772	298,867	213,776	23,780,463	17,786,703
Expenses:								
Science program:								
Science Centre operations	2,505,917	2,100,137	-	-	-	-	2,505,917	2,100,137
Education and Northern programs	1,477,854	1,107,967	-	-	-	-	1,477,854	1,107,967
Dynamic Earth operations	489,379	447,495	-	-	-	-	489,379	447,495
Business operations:								
IMAX Theatre	676,105	651,067	-	-	-	-	676,105	651,067
Planetarium	114,759	53,942	-	-	-	-	114,759	53,942
Food service	365,283	393,793	-	-	-	-	365,283	393,793
Cost of exhibit sales	1,606,866	1,313,691	-	-	-	-	1,606,866	1,313,691
Cost of film services	337,659	585,389	-	-	-	-	337,659	585,389
Retail	577,012	578,216	-	-	-	-	577,012	578,216
Box office and sales	380,497	402,000	-	-	-	-	380,497	402,000
Maintenance and building	1,915,874	1,819,145	-	-	-	-	1,915,874	1,819,145
Administrative operations	2,340,662	2,008,168	-	-	-	-	2,340,662	2,008,168
Marketing and development	1,281,156	1,068,362	-	-	-	-	1,281,156	1,068,362
Program technical support	380,173	359,029	-	-	-	-	380,173	359,029
Amortization of capital assets	-	-	4,552,773	4,602,470	-	-	4,552,773	4,602,470
	14,449,196	12,888,401	4,552,773	4,602,470	-	-	19,001,969	17,490,871
Excess (deficiency) of revenue over expenses	853,262	1,499,754	3,626,365	(1,417,698)	298,867	213,776	4,778,494	295,832
Fund balances, beginning of year	856,345	1,238,426	37,773,315	38,831,924	6,838,469	5,101,947	45,468,129	45,172,297
Transfers for capital assets	(563,981)	(301,363)	673,818	359,089	(109,837)	(57,726)	-	-
Interfund transfers (note 5)	436,438	(1,580,472)	-	-	(436,438)	1,580,472	-	-
Fund balances, end of year	$ 1,582,064	856,345	42,073,498	37,773,315	6,591,061	6,838,469	50,246,623	45,468,129

See accompanying notes to financial statements.

SCIENCE NORTH

Statement of Cash Flows

Year ended March 31, 2011, with comparative figures for 2010

	2011	2010
Cash flows from operating activities:		
Excess of revenue over expenses	$ 4,778,494	295,832
Adjustments for:		
Amortization of capital assets	4,552,773	4,602,470
Debt discount (net)	19,972	(4,536)
	9,351,239	4,893,766
Changes in non-cash working capital (note 8)	(1,032,166)	331,319
	8,319,073	5,225,085
Cash flows from financing and investing activities:		
Additions to capital assets	(8,852,956)	(3,293,861)
Repayment of loans payable	(303,269)	(499,999)
Increase in other restricted investments	(760,675)	(141,576)
Additions to loans payable	28,646	545,507
	(9,888,254)	(3,389,929)
Net increase (decrease) in cash and short-term investments	(1,569,181)	1,835,156
Cash and short-term investments, beginning of year	6,525,311	4,690,155
Cash and short-term investments, end of year	$ 4,956,130	6,525,311

See accompanying notes to financial statements.

Science North (the "Organization") is an agency of Her Majesty created under the Science North Act, 1986 by the Ontario Legislative Assembly. The principal activity of the Organization is to create and market high quality science education and entertainment experiences and products, which involve people in the relationship between science and everyday life.

1. Significant accounting policies:

(a) Basis of presentation:

These financial statements include the assets, liabilities, revenues and expenses of all of the Organization's activities, some of which are contracted out to an associated organization. All inter-organization balances and transactions have been eliminated.

Because the Organization receives funding for operational and special purposes, the financial statements are presented in a manner, which segregates the following funds:

- General fund, which presents the day-to-day demonstrative, business, administrative and maintenance operations of the Organization.
- Capital asset fund, which presents the assets, liabilities, revenues and expenses related to the Organization's capital assets.
- Restricted fund, which presents the assets, liabilities, revenues and expenses, which are restricted as to purpose and expendability and set aside by the Board of Trustees, the Province of Ontario or other benefactors.

(b) Revenue recognition:

The Organization follows the restricted fund method of accounting. Under this method, the following principles have been applied:

- Contributions are recorded as revenue in the respective funds based on their nature, source and the restrictions stipulated by the donor.
- Contributions including pledges and donations are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.
- Revenue on contracts is recognized using the percentage-of-completion method. The percentage is determined by relating the actual cost of work performed to date to the current estimated total cost for each contract. Unearned advances are deferred. Projected losses, if any, are recognized immediately for accounting purposes.
- Revenue from film distribution and license / lease arrangements is recognized only when persuasive evidence of a sale or arrangement with a customer exists, the film is complete and the contractual delivery arrangements have been satisfied, the arrangement fee is fixed or determinable, collection of the arrangement fee is reasonably assured and other conditions as specified in the respective agreements have been met.
- Cash received in advance of meeting the revenue recognition criteria described above is recorded as deferred revenue.

1. Significant accounting policies (continued):

(c) Investments:

Short-term investments consist of bonds and coupons and are recorded at fair value.

Restricted investments consist of bonds and coupons and are recorded at amortized cost.

(d) Capital assets:

With the exception of the Bell Grove land, which is recorded at nominal value, property and equipment are stated at cost or fair market value if donated.

Amortization on buildings is provided on the declining-balance basis at an annual rate of 5%.

Amortization on exhibits and equipment is provided on the straight-line basis at annual rates ranging from 5% to 20%.

Amortization on large format films, when available for use, is provided in proportion that current revenue bears to management's estimate of revenue expected from the film.

(e) Use of estimates:

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the periods specified. Significant items subject to such estimates and assumptions include the carrying value of capital assets and valuation allowances for accounts receivable and inventory. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

(f) Financial instruments:

The Organization accounts for its financial assets and liabilities in accordance with Canadian generally accepted accounting principles.

The financial instruments are classified into one of five categories: held-for-trading, held-to-maturity, loans and receivables, available-for-sale financial assets or other financial liabilities. All financial instruments, including derivatives, are measured in the statement of financial position at fair value except for loans and receivables, held-for-maturity investments and other financial liabilities which are reported at amortized cost.

The Organization has continued to disclose and present financial instruments under Handbook Section 3861, *Financial Instruments*.

1. Significant accounting policies (continued):

(g) Employee future benefits:

The Organization has defined contribution plans providing pension benefits. The cost of the defined contribution plans is recognized based on the contributions required to be made during each year.

2. Capital assets:

	2011		2010	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Land and buildings:				
Bell Grove	$ 48,863,409	27,082,845	45,212,710	25,917,131
Dynamic Earth	13,453,849	3,611,279	13,428,733	3,155,355
Exhibits and equipment:				
Bell Grove	12,712,718	6,373,925	12,126,311	8,284,364
Dynamic Earth	4,954,756	3,451,105	4,954,756	2,995,438
Travelling exhibits	7,169,844	3,285,725	7,806,558	4,166,078
Large format film	4,435,066	4,308,298	4,435,065	4,269,485
	91,589,642	48,113,177	87,964,133	48,787,851
Less accumulated amortization	48,113,177		48,787,851	
	$ 43,476,465		39,176,282	

3. Loans payable:

Reduced or non-interest bearing loans are payable as follows:

	Principal Outstanding 2011	2010	Payment Terms
Province of Ontario:			
IMAX Theatre	$ 435,837	435,837	50% of average annual IMAX Theatre profits, if any, for previous two fiscal years.
Wings Over the North	1,000,000	1,000,000	One third of remaining distribution profits received by Science North once a third party contributor has recouped its investment against such profits.
Travelling Exhibits 1	338,542	506,508	Repayable in annual installments of $166,667 each January 1 until paid bearing interest of 6.25%. Loan advanced was discounted to reflect the fair value. The discount has been calculated at $Nil (2010 - $37,810).
Travelling Exhibits 2	458,874	438,902	$500,000 loan bearing no interest, repayable in annual installments commencing January 1, 2012 with three annual payments of $150,000 and one payment of $50,000. Loan has been discounted to reflect the fair value. The discount has been calculated at $41,126 (2010 - $42,347)
Industry Canada / FedNor:			
Large Format Films Distribution	379,585	400,000	Up to $400,000 in principal may be drawn, repayable at 4% of gross revenues from film distribution and its derivatives.
Ends of the Earth	350,000	350,000	Repayable at 50% of lease revenue for the Exhibit in excess of a specified balance. The first payment is due within three months of year-end.
Mysteries of the Great Lakes	-	86,242	Repayable based on leases obtained after a specified balance achieved.
Total	2,962,838	3,217,489	
Less current portion of loan payable	375,390	273,324	
	$ 2,587,448	2,944,165	

The Federal loans payable reflect management's current estimates of its obligation given the plans and results to date. The balances have not been discounted given the demand feature.

4. Restricted and endowment funds:

The restricted and endowment funds are comprised of the following:

	2011	2010
Externally restricted:		
Capital renewal fund	$ 2,467,107	2,411,462
Program and exhibit funds	426,467	409,277
Endowment fund	16,138	-
	2,909,712	2,820,739
Internally restricted:		
Funds:		
Operating reserve fund	2,594,813	3,145,690
Waterfront development	137,784	112,256
Other	24,113	8,115
Reserves:		
Replacement of capital assets	425,330	420,985
Human resources	499,309	330,684
	3,681,349	4,017,730
	$ 6,591,061	6,838,469

5. Interfund transfers:

The interfund transfers are comprised of:

a) net assets of $861,332 (2010 - $77,640) which were internally allocated between the General Fund and the Restricted Fund, to cover certain general fund purchases;

b) net assets of $189,982 (2010 - $133,150) which were internally allocated between the General Fund and the Restricted Fund for capital acquisitions (future capital acquisitions); and

c) net assets of $614,876 (2010 - $1,524,962) which were internally allocated between the General Fund and the Restricted Fund to cover future operational expenditures.

6. Financial instruments:

(a) Fair value of financial instruments:

The fair values of the Organization's cash and short-term investments, accounts receivable and accounts payable and accrued liabilities approximate their carrying values due to the relatively short periods to maturity of the instruments or because they are carried at market. The market value of the restricted investments is $5,612,189 (2010 - $4,821,706). It is not practicable to determine the fair value of the loans payable in view of the indefinite terms except for the loans which have been discounted as disclosed in note 3.

6. Financial instruments (continued):

(b) Concentrations of credit risk:

The Organization's is exposed to credit-related losses in the event of non-performance by counterparties to financial instruments. Credit exposure is minimized by dealing with credit-worthy counterparties such as government agencies.

(c) Capital disclosures:

The Organization's considers its operating capital to consist of long-term debt, net assets invested in capital assets, restricted funds and general funds. The Organization's overall objective for its capital is to fund capital assets, future projects and ongoing operations. The Organization manages its capital by appropriating amounts to internally restricted net assets for anticipated future projects, contingencies and other capital requirements. These are disclosed in note 4.

The Organization also considers its endowments, as reflected in note 4, as part of its capital. The Organization objective with regards to endowments is to grow the principal and maximize investment income to increase funding for operations.

7. Employee future benefits:

The contributions to the defined contribution pension plans were $526,412 (2010 - $493,029).

8. Change in non-cash operating working capital:

	2011	2010
Cash provided by (used in):		
Decrease (increase) in accounts receivable	$ (3,189,998)	1,161,199
Increase (decrease) in prepayments and inventory	140,430	(236,104)
Increase (decrease) in accounts payable and accrued liabilities	2,013,860	(613,900)
Increase in deferred revenue	3,542	20,124
	$ (1,032,166)	331,319

SCIENCE NORTH SCIENCE NORD

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Science North is an agency of the Government of Ontario.
Ce rapport annuel est aussi disponible en français.